

DDS&T-4778-79  
18 September 1979

MEMORANDUM FOR: Secretary, Executive Committee

FROM: [REDACTED]

Chief, Planning and Resources Staff,  
O/DDS&T

SUBJECT: EXCOM Meeting 26 September--RD&E  
Briefing [REDACTED]

1. The objectives of the subject briefing are to:

a. describe the RD&E annual planning cycle for orientation purposes

b. to review some conclusions one can reach about long-range planning in general by examining the RD&E program

c. address recommendations made by various organizations; i.e., O/Compt, STAP, and put them in context

d. describe a management procedure being implemented by the DDS&T in order to make more time available for strategic planning.

2. The attached are the vu-graphs to be utilized in the briefing. [REDACTED]

Attachment:  
As Stated

## AGENDA

- RD&E PLANNING CYCLE
- RD&E REQUIREMENTS
- ACTIONS RECOMMENDED/TAKEN
- S&T ANNUAL REVIEW PROCESS

RD&E PLANNING PROCESS

SPRING 1979	DDS&T REQUEST TO DDA, DDO & NFAC FOR REQUIREMENTS
AUGUST 1979	RANKED STATEMENTS OF REQUIREMENTS FOR FY82 RECEIVED FROM DDA, DDO, & NFAC
SEPTEMBER 1979	FY82 DD/S&T GUIDANCE AND RD&E REQUIREMENTS FORWARDED TO S&T OFFICE
OCT/NOV 1979	RD&E PROGRAM PLANS FOR FY82 FORWARDED TO CUSTOMERS THROUGH THE DD/S&T
DECEMBER 1979	RD&E PROGRAMS FOR FY82 RANKED BY CUSTOMERS FORWARDED TO DD/S&T
DEC/JAN 1979	DD/S&T DEVELOPS TOTAL PROGRAM FOR FY82

RD&E PROGRAM  
CURRENT SITUATION

- ③ REQUIREMENTS REFLECT COMPREHENSIVENESS OF STRATEGIC PLANS
  - INDIVIDUAL COMPONENTS--FAIRLY GOOD, BUT NOT ALWAYS FORMALIZED
  - DIRECTORATES--INCONSISTENT, BUT POSITIVE STEPS BEING TAKEN TO FOCUS ON PRIORITIES
  - AGENCY--IF IN EXISTENCE, IT IS IN THE MINDS OF A FEW. THERE IS NO FORMAL PLAN.
- ③ RD&E PROGRAM REFLECTS THIS
  - GOOD IN MANY PARTS, POORLY DEFINED AS A WHOLE
  - HARD TO DEFEND AS A WHOLE

RD&E PROGRAM  
ACTIONS RECOMMENDED/TAKEN

o STRENGTHEN ENTIRE PROGRAM BY

--ENCOURAGING MORE AND BETTER STRATEGIC PLANNING

+ DIRECTORATES--EXPAND AND IMPROVE

+ AGENCY--CONTINUE EXCOM INTEREST IN AND ENDORSEMENT  
OF LONG-TERM PLANNING

--DEDICATING TIME AND RESOURCES TO STRATEGIC PLANNING

+ MAKE TIME, CHANGE MANAGEMENT METHODS

+ DELEGATE AUTHORITIES DOWNWARD

+ DEDICATE RESOURCES FOCUSED IN STAFFS

+ REQUIRE MANAGEMENT ATTENTION TO LONG-TERM PLANS  
AT ALL LEVELS

+ REQUIRE STATEMENT OF RELEVANCY TO THE LONG-TERM,  
BEFORE APPROVAL OF NEAR-TERM ACTIONS

RD&E PROGRAM  
ACTIONS RECOMMENDED/TAKEN

- STRENGTHEN DEFENSE OF PROGRAM BY
  - DEVELOPING ANNUAL POSTURE STATEMENT
  - RECEIVING EXCOM ENDORSEMENT OF PROGRAM
  - PROVIDING FORUM FOR CUSTOMER INPUT TO BUDGET REVIEW

S&T ANNUAL REVIEW PROCESS

- DDS&T ESTABLISHES LONG-TERM GOALS (FY82 AND BEYOND)
- OFFICES LOOK BACK FOR LESSONS LEARNED--PRECEDING FISCAL YEAR OR PROGRAM DURATION
- DDS&T REVIEWS OFFICE PROGRAM OBJECTIVES THROUGH 1985 AND ASSOCIATED RESOURCE IMPLICATIONS
- PRIMARY ATTENTION THEN FOCUSED ON OBJECTIVES, MILESTONES, & RESOURCES FOR UPCOMING YEAR; I.E. FY80
- IMPLICATIONS OF FY81 BUDGET DECISIONS AS THEY RELATE TO THIS PROGRAM ARE REVIEWED
- SIGNIFICANT FY82 RESOURCE ALLOCATION PROBLEMS REQUIRING DDS&T RESOLUTION ARE IDENTIFIED
- DDS&T APPROVES FY80 PLAN AND PLACES IT UNDER CONTROL, IDENTIFIES ACTIVITIES REQUIRING ROUTINE STATUS REPORTING, AND AUTHORIZES OFFICES TO PROCEED WITH EXECUTION

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